

SOCIAL WORK RESOURCES COMMITTEE

Minutes of meeting held via Microsoft Teams on 9 February 2022

Chair:

Councillor John Bradley

Councillors Present:

Councillor Walter Brogan, Councillor Robert Brown, Councillor Andy Carmichael, Councillor Maureen Chalmers (Depute), Councillor Margaret Cowie, Councillor Maureen Devlin, Councillor Mary Donnelly, Councillor Allan Falconer, Councillor Eric Holford, Councillor Graeme Horne (*substitute for Councillor Archie Buchanan*), Councillor Mark Horsham, Councillor Richard Lockhart, Councillor Katy Loudon, Councillor Joe Lowe, Councillor Hugh Macdonald, Councillor Catherine McClymont, Councillor Colin McGavigan, Councillor Jim McGuigan, Councillor Lynne Nailon, Councillor Richard Nelson, Councillor Carol Nugent, Councillor Margaret B Walker

Councillors' Apologies:

Councillor Archie Buchanan, Councillor Janine Calikes, Councillor John Ross (ex officio), Councillor David Watson

Attending:

Finance and Corporate Resources

H Goodwin, Finance Manager; E McPake, HR Business Partner; A Norris, Administration Assistant; L O'Hagan, Finance Manager (Strategy); T Slater, Administration Adviser; M M Wilson, Legal Services Manager

Health and Social Care/Social Work Resources

I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); J Cringles, Business Support Manager; P McCormack, Self-Directed Support Project Manager; L Purdie, Head of Children and Justice Services; A Tannahill, Acting Locality Manager

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Social Work Resources Committee held on 10 November 2021 were submitted for approval as a correct record.

The Committee decided: that the minutes be approved as a correct record.

3 Social Work Resources – Revenue Budget Monitoring 2021/2022

A joint report dated 17 January 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted comparing actual expenditure for the period 1 April to 31 December 2021 against budgeted expenditure for 2021/2022 for Social Work Resources.

As at 31 December 2021, there was an overspend of £2.219 million against the phased budget, of which £1.923 million was Covid-19 related and £0.296 million non Covid-19 related. Following the Council's probable outturn exercise, the financial forecast for the revenue budget to 31 March 2022 was an overspend of £3.147 million.

The Council continued to incur expenditure in relation to Covid-19 and in order to separate those costs from the Council's normal activities, a Covid-19 Service had been included for Social Work Resources and detailed in Appendix B to the report. There was a continued assumption that this year's additional costs as a result of Covid-19 by services devolved to the Integration Joint Board (IJB) would be fully funded by Covid-19 reserves and the Scottish Government Mobilisation Plan funding.

The budget delegated to the IJB had underspent by £0.495 million and the Executive Committee, at its meeting on 2 February 2022, had agreed that the IJB retain this non-recurring underspend within its reserves, earmarked for future care costs. The Scottish Government had announced recurring investment funding nationally of £300 million and South Lanarkshire had been notified of its share of this funding. As it was unlikely that the funding for 2021/2022 would be spent in full by 31 March 2022, any underspend would be carried forward in the same way as the £0.495 million underspend noted above. The value of the underspend would be confirmed at year end and was estimated to be approximately £4 million.

Details were provided, in the appendices to the report, on budget virements in respect of Social Work Resources to realign budgets.

The Committee decided:

- (1) that an overspend of £0.092 million, excluding Covid-19 costs, on the Social Work Resources' revenue budget, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2022 of an overspend of £0.5 million, excluding Covid-19 costs, be noted; and
- (3) that the proposed budget virements be approved.

[Reference: Minutes of 10 November 2021 (Paragraph 3) and Minutes of the Executive Committee of 2 February 2022 (Paragraph 3)]

Councillor Falconer joined the meeting during this item of business

4 Social Work Resources – Capital Budget Monitoring 2021/2022

A joint report dated 19 January 2022 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted advising of progress on the Social Work Resources' capital programme for 2021/2022 and summarising the expenditure position at 31 December 2021.

The revised capital programme for Social Work Resources for 2021/2022 was £5.354 million. Anticipated spend to date was £3.088 million and spend to 31 December 2021 amounted to £2.897 million. This represented a position of £0.191 million behind profile and mainly reflected the timing of payments on the Blantyre Care Facility project.

The Committee decided: that the Social Work Resources' capital programme of £5.354 million, and expenditure for the year of £2.897 million, be noted.

[Reference: Minutes of 10 November 2021 (Paragraph 4)]

Councillor McClymont joined the meeting following this item of business

5 Social Work Resources – Workforce Monitoring – September to November 2021

A joint report dated 17 December 2021 by the Executive Director (Finance and Corporate Resources) and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period September to November 2021:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 11 September 2021

The attendance information contained within the report included absences as a result of Covid-19. Employees were being supported through this difficult time to maintain attendance levels, where possible.

Officers responded to members' questions on various aspects of the report.

The Committee decided: that the report be noted.

[Reference: Minutes of 10 November 2021 (Paragraph 5)]

6 Social Work Resource Plan: Quarter 2 Progress Report 2021/2022

A report dated 20 January 2022 by the Director, Health and Social Care was submitted on the Social Work Resource Plan 2021/2022 in relation to the actions and measures within the Resource.

Details were provided on progress made at the end of quarter 2, covering the period 1 July to 30 September 2021, in implementing the actions and measures identified in the Resource Plan.

Officers responded to members' questions on various aspects of the report.

The Committee decided: that the report be noted.

[Reference: Minutes of 26 June 2021 (Paragraph 6)]

Councillor Donnelly joined the meeting during this item of business

7 Staffing Establishment

A joint report dated 21 January 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted advising of the staffing requirements of the Blantyre Care Hub.

At its meeting on 20 June 2018, it was agreed to decommission McWhirters and Kirkton Care Homes which would release revenue funding to resource the new Hub. In tandem with the building progress of the Hub and technology enabled houses, it was now necessary to put in place the staffing structure to enable a smooth transition from the intermediate care service at Canderavon House to the new properties.

It was, therefore, proposed that:-

- ◆ the following posts from McWhirters and Kirkton Care Homes be deleted from the Social Work Resources' staffing establishment:-
 - ◆ 2 posts of Unit Manager on Grade 3, Level 8
 - ◆ 8 posts of Senior Social Care Worker on Grade 2, Level 2/4 plus 1
 - ◆ 11.35 posts of Social Care Worker on Grade 2, Level 1/2 plus 1
 - ◆ 28.08 posts of Social Care Assistant on Grade 1, Level 1 plus 1
 - ◆ 4.52 posts of Senior Social Care Worker (Nights) on Grade 2, Level 2/4 plus 4
 - ◆ 4.54 posts of Social Care Worker (Nights) on Grade 2, Level 1/2 plus 4
 - ◆ 11.95 posts of Social Care Assistant (Nights) on Grade 1, Level 1/2 plus 4
 - ◆ 2 posts of Cook on Grade 1, Level 3 plus 1
 - ◆ 1.81 posts of Assistant Cook on Grade 1, Level 2
 - ◆ 8.08 posts of Domestic on Grade 1, Level 1 plus 1
 - ◆ 2 posts of Clerical Assistant on Grade 1, Level 3
- ◆ the following posts be added to the Social Work Resources' staffing establishment in relation to the Transitional Care Facility:-
 - ◆ 1 post of Team Leader (Registered Manager) on Grade 4, Level 2, SCP 82-83 (£46,609 to £47,342)
 - ◆ 1 post of Intermediate Enhanced Senior Support Worker on Grade 3, Level 8 plus 1, SCP 79-81 (£44,603 to £45,953)
 - ◆ 5.35 posts of Intermediate Senior Support Worker on Grade 2, Level 4 plus 1, SCP 57-59 (£32,507 to £33,510)
 - ◆ 13.62 posts of Intermediate Support Worker (Days) on Grade 2, Level 3 plus 1, SCP 48-50 (£28,494 to £29,343)
 - ◆ 1.48 posts of Intermediate Support Worker (Days – Bank Hours) on Grade 2, Level 3 plus 1, SCP 48-50 (£28,494 to £29,343)
 - ◆ 2.27 posts of Intermediate Senior Support Worker (Nights) on Grade 2, Level 4 plus 4, SCP 63-65 (£35, 497 to £36,597)
 - ◆ 6.81 posts of Intermediate Support Worker (Nights) on Grade 2, Level 3 plus 4, SCP 55-57 (£31,542 to £32,449)
 - ◆ 1.84 posts of Intermediate Support Worker (Nights – Bank Hours) on Grade 2, Level 3 plus 4, SCP 55-57 (£31,542 to £32,449)
 - ◆ 4.2 posts of Intermediate Support Assistant Housekeeper on Grade 1, Level 3 plus 1, SCP 26-28 (£21,086 to £21,665)
 - ◆ 1 post of Administration Officer on Grade 2, Level 1, SCP 34-35 (£22,300 to £22,665)
 - ◆ 2 posts of Telecare Development Officer on Grade 3, Level 2, SCP 63-65 (£33,651 to £34,618)
 - ◆ 1 post of Occupational Therapist on Grade 3, Level 4, SCP 72-74 (£38,359 to £39,162)
- ◆ the following posts be added to the Social Work Resources' staffing establishment in relation to the community facing element of the Hub:-
 - ◆ 1 post of Operational Campus Manager on Grade 4, Level 2-5, SCP 86-88 (£46,790 to £48,250)
 - ◆ 2 posts of Receptionist/Hall Keeper on Grade 1, Level 2, SCP 22-23 (£18,869 to £19,125)
 - ◆ 2 posts of Cook on Grade 1, Level 3 plus 1, SCP 26-28 (£19,946 to £20,494)
 - ◆ 0.68 post of Assistant Cook on Grade 1, Level 2 plus 1, SCP 23-24 (£19,125 to £19,399)

- ♦ the following posts be added to the Social Work Resources' staffing establishment Care at Home Service to deliver care to the service users within the 20 technology enabled properties:-
 - ♦ 1 post of Care at Home Co-ordinator on Grade 3, Level 2, SCP 63-65 (£33,651 to £34,618)
 - ♦ 13.6 posts of Home Carer on Grade 1, Level 4 plus 2, SCP 32-33 (£22,861 to £23,266)

The cost of the proposals would be met from the revenue released from the closure of McWhirters and Kirkton Care homes, service users' existing Care at Home packages and existing resources, as outlined in the report.

Officers responded to members' questions in relation to various aspects of the report.

The Committee decided:

- (1) that the content of the report be noted; and
- (2) that the Social Work Resources' staffing establishment changes, as detailed in the report, be approved.

Councillor Lowe left the meeting following this item of business

8 Home First Approach

A joint report dated 20 January 2022 by the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) was submitted on the development of the Home First Approach model.

The purpose of the Home First Approach model was to ensure that people could be cared for at home, or as close to home as possible, to support timely discharge from hospital and prevent avoidable admissions to hospital.

Delayed discharges across Lanarkshire hospitals were mainly due to demand exceeding Care at Home capacity. Substantial improvements in the discharge process in Lanarkshire had been achieved between April 2020 and December 2021, resulting in a 50% decrease, however, Care at Home services were currently fully committed and were experiencing an unprecedented increase in demand due to the Covid-19 pandemic. This increase in demand was being experienced nationally.

In August 2021, the Integration Joint Board (IJB) had been advised of the development of a range of recommendations for Health and Social Care Partnerships (HSCPs) to implement. The recommendations included the Home First Approach and were based on best practice from across Scotland.

Information was provided on the impact of Covid-19 on the implementation of the recommendations and the challenges faced. A number of mitigating actions had been put in place and the establishment of Home First Transition Teams were recommended by the Scottish Government in the Discharge Without Delay 2021 report. The essential principles of the Home First Approach, improvement opportunities and outcomes were outlined at Appendix 1 to the report.

As the current and projected demand for health and social care services was significant, the Scottish Government had allocated additional recurring funding in 2021/2022 and 2022/2023 to increase capacity with immediate effect. A small-scale Home First Transition service, supporting discharge from hospital had been established within South Lanarkshire HSCP to address the demand. The Home First Transition teams would provide a rapid response, with multi-disciplinary assessment and intervention teams underpinned by a focused and reablement-focused Care at Home Service.

Information was provided on the action taken by each partner in line with their delegate authority arrangements and progress reports would be provided to the relevant committees of the NHS Lanarkshire Board and Council.

As part of phase 1 of the Home First Approach, a Home First Programme Steering Group had been established to support its development and initial risks related to the availability of the workforce, management capacity and being able to demonstrate improvement in relation to key outcomes. It was, therefore, proposed that the following posts be added to the Social Work Resources' staffing establishment:-

- ◆ 1 post of Fieldwork Manager on Grade 5, Level 1, SCP 96-97 (£54,309 to £55,148)
- ◆ 1 post of Operations Manager on Grade 4, Level 2-5, SCP 82-88 (£44,089 to £48,250)
- ◆ 5 posts of Team Leader on Grade 3, Level 8, SCP 79-80 (£42,191 to £45,953)
- ◆ 17 posts of Social Work Assistant on Grade 2, Level 4, SCP 55-57 (£29,837 to £30,749)
- ◆ 2 posts of Community Support Co-ordinator on Grade 3, Level 2, SCP 63-65 (£33,651 to £34,618)
- ◆ 4 posts of Senior Home Carer on Grade 2, Level 3 plus 2, SCP 50-52 (£27,757 to £28,578)
- ◆ 54 posts of Home Carer on Grade 1, Level 4 plus 2, SCP 32-33 (£21,625 to £22,008)
- ◆ 1 post of Clerical Assistant on Grade 1, Level 3, SCP 25-27 (£19,672 to £20,220)

The staffing establishment above included posts previously established on a temporary basis which would be consolidated on a permanent basis. The cost of the proposals would be met from the Scottish Government funding for Care at Home.

The Committee decided:

- (1) that the progress made, to date, to develop the Home First Approach be noted;
- (2) that the allocation of targeted recurring Scottish Government funding, totalling £3.109 million, to be used to consolidate the first phase of the Home First Approach be noted;
- (3) that the ongoing development of the Home First Approach by the Home First Programme Steering Group, in consultation with both partners, be noted; and
- (4) that the Social Work Resources' staffing establishment changes, as detailed in the report, be approved.

9 Rates for Social Care Services 2022/2023

A report dated 28 January 2022 by the Director, Health and Social Care was submitted requesting delegated authority for the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) to agree the 2022/2023 rates for Social Care Services.

Each year, Social Work Resources Committee approved the commissioned rates for social care services, including residential and community services. However, at its meeting on 17 March 2021, the Social Work Resources Committee had authorised the Director, Health and Social Care and Executive Director (Finance and Corporate Resources) to agree the 2021/2022 rates for Social Care Services.

To ensure the Council could implement increased contractual rates for providers at the earliest opportunity, effective from 1 April 2022, it was again proposed that the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) be authorised to agree amended rates as follows:-

- ◆ Care at Home, Supported Living, Daycare and Integrated Facilities
- ◆ Residential and Nursing Care through the National Care Home Contract
- ◆ Residential Services outwith the National Care Home Contract

A report would be submitted to a future meeting of the Committee to advise of the implemented rate position.

The Committee decided: that the Director, Health and Social Care and the Executive Director (Finance and Corporate Resources) be authorised to agree the 2022/2023 rates for Social Care Services.

[Reference: Minutes of 17 March 2021 (Paragraph 10)]

10 Social Care Services for 2021/2022: Winter Uplift

A report dated 20 December 2021 by the Director, Health and Social Care was submitted advising of the 2021/2022 rates for social care commissioned services following the winter uplift.

Each year, Social Work Resources were required to confirm the contractual rates for residential, nursing, supported living, non-residential and Care at Home services. In recognition of the need to implement contractual uplifts in 2021/2022 without delay to providers, the Social Work Resources Committee, at its meeting on 17 March 2021, authorised the Director of Health and Social Care and the Executive Director (Finance and Corporate Resources) to agree the rates for:-

- ◆ Care at Home, Supported Living, Daycare and Integrated Facilities
- ◆ Residential and Nursing Care through the National Care Home Contract
- ◆ Residential Services outwith the National Care Home Contract

The initial rates set from April 2021, reflecting the Scottish Government's standard uplift of 2.2%, were noted by the Social Work Resources Committee at its meeting on 1 September 2021.

In November 2021, the Scottish Government announced a winter uplift to the living wage for those delivering adult social care services from £9.50 to £10.02 per hour, effective from 1 December 2021. To ensure effective delivery of contract variations for commissioned services, the Scottish Government specified the following standard contractual uplift rates to be implemented by local authorities:-

- ◆ non-residential services – 4.7%
- ◆ residential services (outwith care homes) – 3.9%
- ◆ Self-directed Support Option 1 (direct payments) – 4.9%

Scotland Excel were commissioned by the Scottish Government to calculate the National Care Home rates for residential and nursing care in consultation with Scottish Care and the Coalition of Care and Support Providers in Scotland (CCPS).

Information was provided on the revised rates for:-

- ◆ residential and nursing care
- ◆ Care at Home, Supported Living and Day Care services
- ◆ residential services, outwith care homes

The Committee decided:

- (1) that the revised rates and associated arrangements for residential and nursing care rates, as detailed in the report, be noted;
- (2) that the revised rates and associated arrangements for Care at Home, Supported Living and Day Care services, as detailed in the report, be noted; and
- (3) that the arrangements for residential services rates, outwith care homes, as detailed in the report, be noted.

[Reference: Minutes of 17 March 2021 (Paragraph 10) and 1 September 2021 (Paragraph 14)]

11 Strategic Commissioning Plan 2022 to 2025

The Head of Commissioning and Performance gave a presentation on the preparation of the Strategic Commissioning Plan 2022 to 2025.

Information was provided on:-

- ◆ the engagement process, which included the development of a communications strategy, an online survey, stakeholder engagement sessions and the provision of an engagement toolkit for partner organisations
- ◆ the top priorities that emerged following a thematic analysis of the engagement process, which remained largely unchanged, however, included concerns about the recovery from the Covid-19 pandemic
- ◆ the 14 strategic priorities that had been identified

The Head of Commissioning and Performance responded to members' questions.

The Committee decided: that the presentation be noted.

12 Self-directed Support: Progress Update

A report dated 20 January 2022 by the Director, Health and Social Care was submitted providing an update on Self-directed Support (SDS) and highlighting areas of good practice being further developed.

The Social Care (Self-directed Support) (Scotland) Act 2013 came into force on 1 April 2014 and placed a duty on local authorities to provide options to allow individuals to choose how much involvement they wanted to have in the organisation and design of their care and support. The Act also placed a duty on local authorities to be transparent about the resources available. The following options were available:-

- ◆ Direct Payment (a cash payment)
- ◆ Personalised Managed Budget (a budget allocated to a provider chosen by an individual, where the local authority held the budget and the person was in charge of how it was spent)

- ♦ support arranged by the local authority
- ♦ a mix of the above

The Care Inspectorate and Audit Scotland had found that the implementation of the Act had been inconsistent across Scotland. In response to this, the Scottish Government had launched the SDS Implementation Plan 2019 to 2021 which set out the actions that public and voluntary organisations should take to support local authorities to build on their progress towards a more flexible and responsive social care support, which was co-produced with communities and supported people.

Information was provided on the use of SDS in South Lanarkshire, with a comparison to other local authority areas and the work being undertaken to support the implementation of SDS. This included the production of a framework of 11 standards co-produced by Social Work Scotland's SDS Project Team.

Officers responded to members' questions on various aspects of the report.

The Committee decided: that the content of the report be noted.

13 Urgent Business

There were no items of urgent business.

Chair's Closing Remarks

The Chair thanked members, officers and front line workers for their work and support over the past few years and, in particular, the last 2 years.